

G.E.T.A.R.

Guitar Education Through Applied Resources

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G.E.T.A.R.
Guitar Education Through Applied Resources
Project Definition

Description:

Guitar instruction has proliferated, especially on the Internet but also in print, audio and video media. The ease of web and desktop publishing has facilitated professional-looking instruction that is produced neither by subject matter experts nor instructional designers. Beginning and intermediate students face an array of choices and suffer unnecessarily with confusing, or even contradictory, information. Guitar instructors, especially those not trained as educators or instructional designers, are ill equipped to provide guidance through such an array of resources. Shaped Like Saints Music and Publishing will publish a comprehensive guide to instructional resources for the guitar that will train the user to evaluate and select appropriate materials. A manual and accompanying website will provide reviews of existing resources, categorize them by difficulty, style and other criteria, and explain the review procedure so that it can be applied to any resource. The scope of this project does not include implementation.

Purpose:

Provide clear guidance for students and instructors of beginning and intermediate guitar students to select appropriate instructional materials.

Completion Criteria:

1. Published instruction manual
2. Launch companion website
3. Conduct focus groups
4. Field test the manual and website

Start/End Date: Starts on May 18, 2004. Ends on August 16, 2004

Target Population:

- Students
- Guitar Instructors
- Institutional music teachers who teach general music skills but need a course to guide those students interested in guitar.

Project Will Include:

Process: task analysis, instructional design, evaluation

Production: research existing resources for guitar instruction, print manual, create companion website, audio recording

Content: categorized reviews of guitar instruction resources, beginning guitar instruction, Web browsing and search instruction, original graphics, web-based resources, linked resources, audio samples

Project Will Not Include:

Process: needs analysis

Production: video recordings, animation

Content: advanced instruction, electronic effects instruction, downloadable music database

Dependencies:

- ❑ Publishing rights to music scores that would be included in the instruction manual and website.
- ❑ Cooperation with established guitar associations such as the Online Guitar Assoc. (OLGA) to gain access to resources, especially web-based resources that require membership.
- ❑ Stable links for the website

Staffing:

- ❑ Guitar SME/writer/project manager - 1 half- time – likely to perform additional duties
- ❑ SME/writer - 2 quarter- time - may perform additional duties
- ❑ Graphic Artist - contract - will be brought on board at the beginning and then consult intermittently
- ❑ Webmaster - contract - will be brought on board at the beginning and be needed for about 60 hours late in the project.
- ❑ Research assistant(s) – 1 to 3 part time interns brought in as needed

Risks:

- ❑ It will be important to thoroughly research other music instruction to avoid accidental copyright infringement.
- ❑ Given the obvious need for this project, it is possible that another team is developing a similar product.
- ❑ Some publishers of guitar instruction might sue to block our unfavorable reviews of their product.

Cost:

- ❑ Overall costs should be limited to staffing, office space, focus group facilities, publishing and Web hosting.
- ❑ Graphics and Web production are contracted and we are not providing space or equipment
- ❑ Production space: \$4,500. Research and writing can be accomplished in either the office or at home, which might save some money.
- ❑ Web hosting: \$300 per year. We do not need a highly robust site, so we will rent space on our company server.
- ❑ Salaries:
 - \$20,000 for 3 SME/writers, which includes the project manager
 - \$1,600 for a webmaster,
 - \$4,000 for a graphic artist
 - \$4,000 for research assistants/interns.
- ❑ Publishing: \$1,500. Printing is limited to 500 manuals in the scope of this project's commitment.
- ❑ Technology, hardware, software: SME/writers and the company own everything necessary.

Expect this project to come in under \$50,000.

Technology Required:

Web hosting, Internet access, focus group facilities.

Hardware and Software Required:

Standard office software, desktop publishing software, audio recording software, image editing software, computers, guitars, microphones

G.E.T.A.R.
Guitar Education Through Applied Resources
Project Team

Team Structure

Our team is based on a Matrix structure. We do not require full-time staffing throughout the course of this project. Instead we would like to borrow some resources up front as we set the goals and design criteria, and then use them as needed, either part-time or temporarily full-time. Only a handful of workers need to be devoted 24/7 to this task. We like this structure since we will be relying on the borrowed resources to provide fresh eyes to review our progress and gauge whether we are staying true to our goals. This project will have functionality across several media platforms so we hope to have a team with a variety of skills and viewpoints to fully explore and maximize our impact potential.

Team Members

Sponsor- Steve, VP of Technology

The ideal person for this position will need to share our vision of this project's potential and have the ability to buy our team time to develop our angle on the market. Because much of our work is in territory that has been extensively developed by others, there is a risk that some will see this project as redundant and determine that company resources are not being put to the best use. Steve has the clout and the vision to keep this project in business.

Project Manager/Guitar/Music SME/Writer- Christopher

The person who heads up this project will be a full contributor, devoting 50% of their time to developing, designing, evaluating and managing. Our underlying principle is that this project must be guided by someone who is passionate about teaching guitar and who has intimate knowledge of the subject matter. We do not use the term Guru or Surgeon for our project manager but others might. Christopher is a perfect fit for this position. \$10,000 for 3 months working half time plus an interest in profits.

Writers/SME's - 2 full time. Gina and Dan

Much of this project will be exploration and evaluation of existing resources. We need critiques by users who can judge the merits of resources and provide copy based on their research. Since our project is not targeted to experts or professional guitarists, the role of SME does not demand expert or professional performers but we are seeking people who have experience teaching basic and intermediate guitar. This is a very large pool and filling this requirement should not pose any difficulty. In addition, having writers who double as guitar/music SME's will save information from getting lost in translation. Gina and Dan both have years of teaching and instructional design experience. Gina is a top-notch technical writer. \$5,000 each for 3 months working quarter time plus an interest in profits.

Graphic Artist - 1. Deanna

This person needs to be versed in print and Web graphics. Skill in animation, such as Flash is considered useful in case the team decides to take some elements of the project in that direction. We expect this person to develop the "look" of the project and provide templates to the writers. The artist will be brought on board at the beginning and then consult intermittently as needed. This position will likely go full-time as the content gels and we go into full production. Deanna is a talent artist with excellent technical abilities and a reputation for introducing an edginess to her products. \$3,700 contract

Webmaster – 1. Roger

This person will be brought on board at the beginning and be needed for about 80 hours late in the project. We do not expect this to be a demanding site to build since we are not anticipating e-commerce or complicated scripting. All designs and content will be delivered to the Webmaster. Roger is a competent webmaster who has skills that can take us to the next level should we decide to expand the website. \$1,600 contract.

Research assistant(s) – 3 part time/temporary - Katie, Rick, Tobias

Depending on the needs of the Writers/SME's, researchers will be borrowed or hired to do Web searches and browse written material. Knowledge of guitar and music instruction is the main requirement. Interns would be ideal. \$3000 is allocated for all hours.

Marketing- Katrina, Assistant Director of Marketing

A middle-ranking member of the Marketing Department is required to coordinate this project with Marketing and to ensure that we are proceeding according to company standards. Minimal time is necessary except to attend regular meetings. Katrina has enthusiasm for the project and will likely spend more time with us than planned. We are happy to have her on board. She draws her pay from the Marketing Department not from our budget.

Assessing Team Competency

This is a small team so we expect that it will not be difficult to establish direction and maintain momentum. We will be able to say we are on the right track if:

1. We can come to agreement on our project objectives/goals within the first week.
2. Form a working schedule and define milestones.
3. Generate and maintain enthusiasm and openness as measured by the frequency of new ideas, the amount of voluntary time devoted to task, and the frequency and distribution of communications.
4. Completion of specific deliverables/milestones.

WBS Worksheet		Project Name	Project Manager			
Version 1		G.E.T.A.R	Christopher Faust			
Activity No	Activity Description	Characteristics				
		1	2	3	4	
1	Research instructional sources					
1.1	Develop list of guitar instruction sources	Y	Y	Y	Y	
1.1.1	Refine list of websites, print, video and audio lessons	Y	Y	Y	Y	
1.2	Write reviews of each source describing the content: publisher/affiliations, price, style of guitar/music, tablature style, resources recommended, degree of difficulty, ...etc.	Y	Y	Y	Y	
1.3	Categorize sources	Y	Y	Y	Y	
1.3.1	Compile reviews	Y	Y	Y	Y	
1.3.2	Write or adopt standards/nomenclature to define source characteristics, i.e. describing and naming the various tablature and chord chart styles	Y	Y	Y	Y	
1.3.3	Organize the best sources for each style and skill level	Y	Y	N	Y	
1.3.3.1	Create a list of URLs	Y	Y	Y	Y	
1.3.3.2	Create an annotated bibliography of all sources	Y	Y	Y	Y	
2	Define instructional design					
2.1	Write design statement	Y	Y	Y	N	
2.2	State Objectives	Y	Y	Y	Y	
2.3	Choose Instructional Strategy	Y	Y	N	Y	
3	Write content					
3.1	Write introductory lessons	Y	Y	Y	Y	
3.1.1	Write introduction to tablature	Y	Y	Y	Y	
3.1.2	Good web browsing techniques	Y	Y	Y	Y	
3.1.3	How to use a search engine,...etc.	Y	Y	Y	Y	
3.2	Create Glossary	Y	Y	Y	Y	
3.3	Write guidelines for selecting sources	Y	Y	Y	Y	
3.4	Write instructor training guidelines	Y	Y	N	Y	
4	Graphics Production					
4.1	Create graphics for manual/website	Y	Y	N	Y	
3.2	Construct chord charts and scales	Y	Y	Y	Y	
4.3	Manipulate graphics for page layout and Web formats	Y	Y	Y	Y	
5	Construct manual					
5.1	Word processing	Y	Y	Y	Y	

5.2	Page layout	Y	Y	Y	Y
5.3	Print manual	Y	Y	Y	Y
6 Construct website					
6.1	Write website description/content – a version of print content	Y	Y	Y	Y
6.2	Coding	Y	Y	Y	Y
6.3	Launch website – upload to server	Y	Y	Y	Y
7 Evaluation					
7.1	Formative evaluation/revision 1	Y	Y	Y	Y
7.2	Formative evaluation/revision 2	Y	Y	Y	Y
Prepared by		Date	Activity Characteristics Legend 1. Status/completion measurable 2. Clearly defined start/end events 3. Time/cost easily estimated 4. Assignments manageable, measurable, integrable, and independent		
Christopher Faust		4/6/04			
Approved by		Date			
Sheet 2 of 2					

Time/Cost Worksheet		Project Name		Project Manager						
		GETAR		Christopher Faust						
Activity No	Activity Description (brief)	Time Estimation				Cost Estimation				
		O	M	P	E	Lab	Mat	Dir	IND	TOT
1	Research instructional sources	214	257	300	257	10280	2150	1019	402	13850
1.1	Develop list of guitar instruction sources	24	28	32	28	1120	50	112	23	
1.1.1	Refine list of websites, print, video and audio lessons	8	10	12	10	400	0	40	8	
1.2	Write reviews of each source describing the content: publisher/affiliations, price, style of guitar/music, tablature style, resources recommended, degree of difficulty, ...etc.	120	140	160	140	5600	2000	560	110	
1.3	Categorize sources	8	10	12	10	350	60	35	7	
1.3.1	Compile reviews	16	20	24	20	800	0	80	16	
1.3.2	Write or adopt standards / nomenclature to define source characteristics	8	12	16	12	480	0	48	8	
1.3.3	Organize the best sources for each style and skill level	12	14	16	14	560	0	56	11	
1.3.3.1	Create a list of URLs	2	3	4	3	75	10	8	2	
1.3.3.2	Create an annotated bibliography of all sources	16	20	24	20	800	30	80	16	
2	Define instructional design	16	24	32	24	960	10	96	20	1086
2.1	Write design statement	8	10	12	10	400	10	40	8	
2.2	State Objectives	4	6	8	6	240	0	24	5	
2.3	Choose Instructional Strategy	4	8	12	8	320	0	32	7	
3	Write content	110	149	188	149	5960	110	596	121	6787
3.1	Write introductory lessons	40	50	60	50	2000	50	200	40	
3.1.1	Write introduction to tablature	6	9	12	9	360	10	36	7	
3.1.2	How to teach good web browsing techniques	4	6	8	6	240	10	24	5	
3.1.3	How to use a search engine,...etc.	4	8	12	8	320	10	32	7	
3.2	Create glossary	8	12	16	12	480	10	48	10	
3.3	Write guidelines for selecting sources	24	32	40	32	1280	10	128	26	
3.4	Write instructor training guidelines	24	32	40	32	1280	10	128	26	
4	Graphics Production	78	91	104	91	3640	350	364	64	4418
4.1	Create graphics for manual/website	60	70	80	70	2800	300	280	48	
4.2	Construct chord charts and scales	6	7	8	7	280	40	28	5	
4.3	Manipulate graphics for page layout and Web formats	12	14	16	14	560	10	56	11	

	(Continued next page)									
Activity No	Activity Description (brief)	Time Estimation				Cost Estimation				
		O	M	P	E	Lab	Mat	Dir	IND	TOT
5	Construct manual	36	46	56	46	1840	1820	310	52	4022
5.1	Word processing	16	20	24	20	800	20	80	16	
5.2	Page layout	16	20	24	20	800	300	80	16	
5.3	Print manual	4	6	8	6	60	1500	150	20	
6	Construct website	46	58	70	58	2240	20	192	40	2492
6.1	Write website description / content	16	20	24	20	480	10	48	10	
6.2	Coding	28	34	40	34	1360	10	136	28	
6.3	Launch website	2	4	6	4	80	0	8	2	
7	Evaluation	48	62	80	62	2480	1500	1800	250	6030
7.1	Formative evaluation/revision 1	20	30	40	30	1200	1000	1200	200	
7.2	Formative evaluation/revision 2	24	32	40	32	1280	500	600	50	
Total					657	27400				38685
Prepared by	Date	Time Estimation Legend O. Optimistic completion time M. Most likely completion time P. Pessimistic completion time E. Average activity completion time = (O+4M+P)/6 Cost Estimation Legend Labor Materials Other direct (travel, contracted services, communication) Indirect (overhead)								
Approved by	Date									
Sheet 1 of 1										

GETAR Cost Analysis Matrix

		Resources			
		Personnel	Equipment	Facilities	Materials
Functions	Analysis	2 writer/ SME's 1 writer/ SME/ project manager	Computers Software Printers Scanners Video/audio players Guitars	Office space Telephone Internet service Fax Utilities	Instructional materials (books, videos, CD's, Web fees, software, tapes) Office supplies Refreshments
	TOT	\$8,590	\$171	\$859	\$2,150
	Design	2 writer/ SME's 1 writer/ SME/ project manager 1 Artist 1 Webmaster 3 Interns 1 Marketing rep	Computers Software Printers Scanners Projectors	Office space Telephone Internet service Fax Utilities	Art supplies Office supplies Refreshments
	TOT	\$18,075	\$547	\$3,176	\$2,350
	Implementation	1 writer/ SME/ project manager 1 Webmaster	Computers Printer	Office space Web hosting Utilities	Paper Ink Bindings Packing materials
TOT	\$140	\$22	\$158	\$1,500	
Totals:		\$26,805	\$740	\$4,193	\$6,000

Analysis: A small core group will initiate this project. Work and meetings will take place in the office, the home, and outside locations such as the library and music stores. All equipment is standard to the home or office of our staff. Material costs are an estimate.

Design: The representative from Marketing is not factored into the budget directly since he or she will be acting only as a liaison to the Marketing Dept. and attend weekly meetings but not contribute directly to the project. It is expected that the artist and webmaster will supply their own software and equipment, so that is factored into their labor cost. All other equipment and software is standard to the home or office.

Implementation: Uploading the website to our company servers is a minor cost since it requires at most a few hours of the webmaster's time and very little server capacity on the company site. Initial printing will be by a local print shop for a limited run of 500 hundred copies. The scope of this project does not include mass-production of the product nor does it include an expanded website with it's own domain.

G.E.T.A.R. Return On Investment

Guitar Education Through Applied Resources (GETAR) will guide students to appropriate, coherent instructional resources for their skill level. Students will use this product to choose websites, manuals, audio recordings and video recordings to compliment or in place of live instruction. Confusion and misdirection is avoided and the need for instructor assistance is lowered. In providing clear direction, GETAR helps students accelerate study at their own rate by providing avenues to avoid misleading or badly constructed training materials.

User Benefits

Private musical instruction is \$45 per hour. The cost to provide instruction as group lessons at public and private institutions such as high schools and colleges is \$30 per hour. Self-study materials have always been popular but they have proliferated manifold with the introduction of a robust World Wide Web, desktop publishing, and inexpensive recording technology. Inexpensive or free training materials seem to offer a better ROI. The student's investment therefore is time. If self-study training materials provide favorable results in a reasonable amount of time, they are a good choice. If, on the other hand, they contribute to slow learning and/or inappropriate playing habits, the investment of time is less favorable. Frustration and dissatisfaction may result in discontinuation of playing or increase the amount of live instruction necessary to correct bad habits.

Team Benefits

In order to evaluate ROI for an intervention, it is important to consider whether the training materials are created in-house or by a third party. A company that creates its own training program to improve their employee performance will have the task of tracking the correlation between the allocation of resources in one part of the organization to alter the performance of resources in another part of the organization for an overall increase in company revenue. The conversion of resources and benefits to cash values is daunting.

In this project, the scenario is that the project team is organized within a company that develops training material, Shaped Like Saints Music & Publishing. ROI is then mainly calculated from net sales volume. We can directly measure how much capital is returned to the company versus the amount we invested in development and production. In some cases, the training would be sold as intellectual material and our company would not even be responsible for printing or otherwise producing the user version of the product. Such a case would make our ROI calculations even easier. The GETAR project assumes that only a limited initial run of several hundred manuals will be printed and a functional website created. Total production costs therefore can be calculated from the day the project is delivered.

Total investment for the GETAR project is expected to be \$38,685. If we seek a 150% return on our investment, then we should sell publishing rights for \$ 96,713. This is a very modest investment and the return is unlikely to impress our stockholders. That is not the concern of this team but side benefits would boost the return rate for our company:

- Favorable response to GETAR will likely increases the number of Requests For Proposals to produce similar or spin-off music training materials for public and institutional use.
- Favorable response to GETAR increases the number of Requests For Proposals for new lines of corporate training materials based upon our original format.
- Exposure to the public will increase awareness of and good will for other Shaped Like Saints Music & Publishing products, increasing customer satisfaction and retention.

- Employee morale is likely to increase with favorable reaction to GETAR since this product has such a broad public audience, which includes Shaped Like Saints Music & Publishing employees and their relatives.
- Guitar manufacturers could choose to include GETAR with the sale of each guitar. Licensing agreements would likely be on a per-use basis and be much more lucrative than simple publish rights.

Vendor and Distributor Benefits

Shaped Like Saints Music & Publishing may choose to publish and markets the product. Sales of 50,000 copies at \$12.00 each grosses \$720,000. The Marketing Department estimates production and marketing costs to be approximately \$6.00 per copy for this level of production. This is a 100% return on investment and a steady stream of capital.

$$\begin{aligned}
 50,000 \times \$6 &= \$360,000 = \text{investment in production and marketing} \\
 50,000 \times \$12 &= \$720,000 = \text{gross sales} \\
 \$720,000 - \$360,000 &= \$360,000 \text{ net profit} = 100\% \text{ ROI}
 \end{aligned}$$

Gibson, Fender, Takamine, and Yamaha have expressed some interest in including a copy of GETAR with each and every low-price or student-oriented model guitar they sell. Students who learn faster and with greater satisfaction are more likely to upgrade to premium models and to do so quicker. In addition, students who learn rapidly and perform well on these manufacturer's instruments provide good advertising. This not only encourages observers to purchase these brands but also provides an aftermarket for beginning guitars, which can enhance the ability for learners to upgrade.

Music stores that choose to provide GETAR to students with each guitar they sell will see the same benefits as manufacturers as well as increased demand for a wide variety of related products such as strings, slides, picks, capos, and straps.

Summary

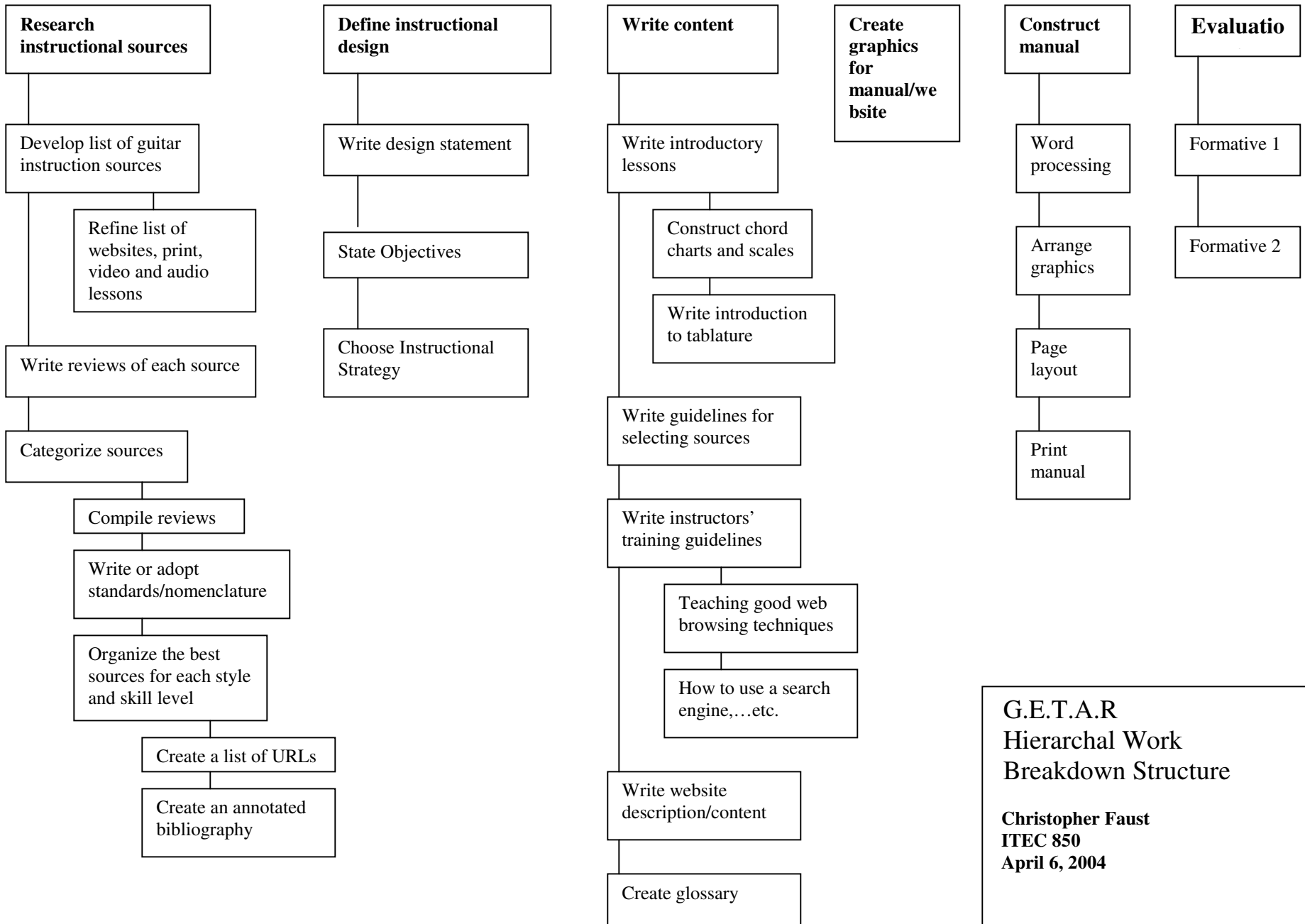
GETAR clearly provides avenues for sufficient ROI to Shaped Like Saints Music & Publishing. In addition, opportunities exist for expanded profits, customer retention and satisfaction, employee moral, new contracts, and new product lines for our company. Vendors of GETAR can expect to improve sales of guitars and related products for nominal investment cost. Users of GETAR can expect increase satisfaction and performance for their investment of time. Shaped Like Saints Music & Publishing takes pride in providing high-quality training materials. GETAR is a product that exemplifies that commitment.

Costs: \$38,685 delivers 500 copies of the printed GETAR manual and the GETAR website

Benefits: \$96,713 for publishing rights

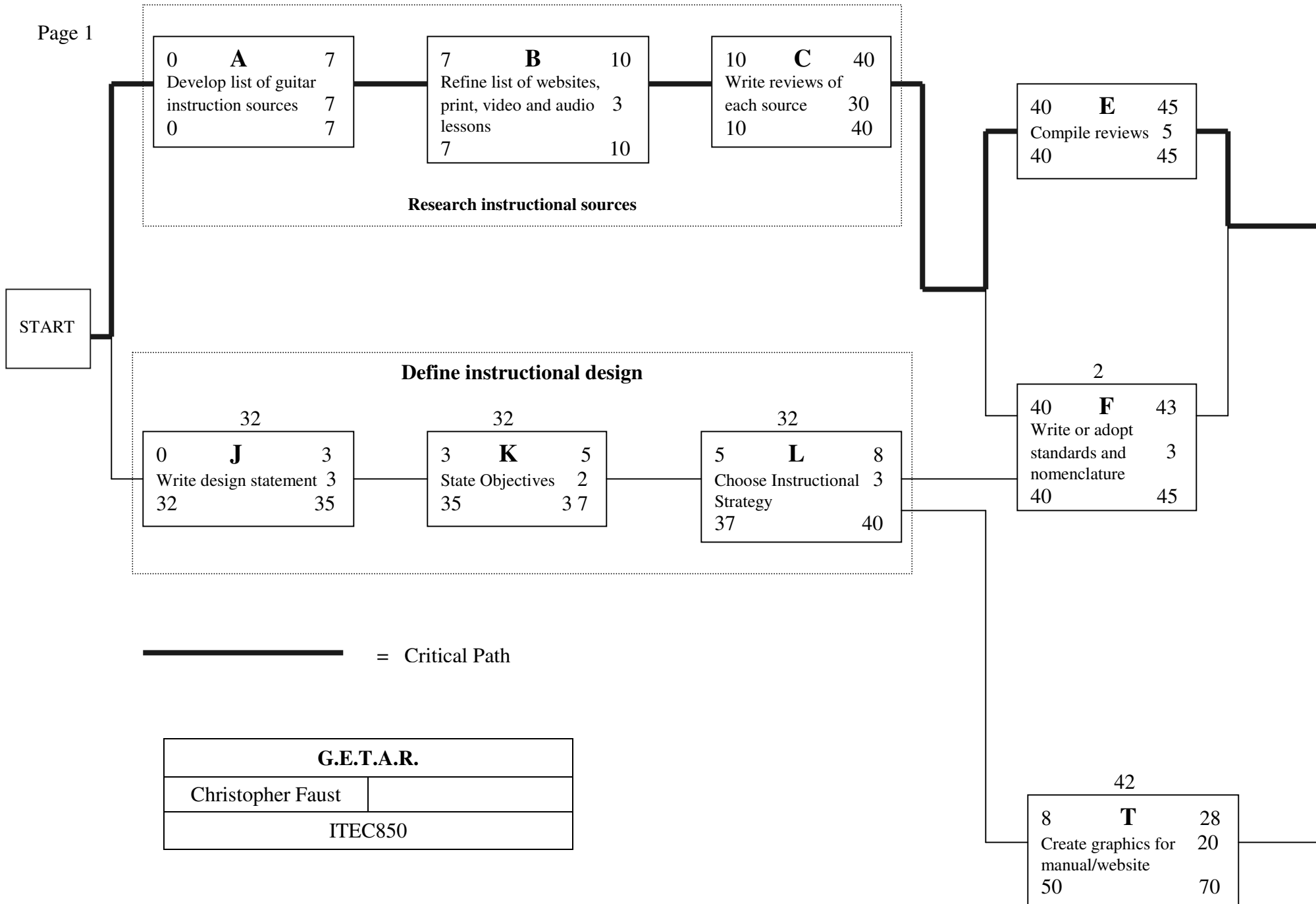
Return on Investment: 150%

Work Package Description (sample) Research available resources			Project Name GETAR		Project Manager Christopher Faust		Date	
			WP Name Research		WP Manager Christopher Faust		Rev Date	
Sch Start 4/20/04	Sch End 7/1/04	Critical path Y	Predecessor WP None		Successor WP Write Content			
Task				Schedule		Responsibility	Phone	
No.	Name	Description		Start	End			
1.1	A	Develop list of guitar instruction sources		4/20	4/28	Christopher Gina, Dan Research assistants		
1.1.1	B	Refine list of websites, print, video and audio lessons		4/29	5/3	Christopher Gina, Dan		
1.2	C	Write reviews of each source describing the content: publisher/affiliations, price, style of guitar/music, tablature style, resources recommended, degree of difficulty, ...etc.		5/4	6/14	Christopher Gina Dan Research assistants		
1.3	D	Categorize sources		6/22	6/24	Christopher Gina, Dan		
1.3.1	E	Compile reviews		6/15	6/21	Christopher Gina, Dan Research assistants		
1.3.2	F	Write or adopt standards/nomenclature to define source characteristics		6/15	6/17	Christopher		
1.3.3	G	Organize the best sources for each style and skill level		7/2	7/5	Christopher Gina, Dan		
1.3.3.1	H	Create a list of URLs		6/25	6/25	Research assistants		
1.3.3.2	I	Create an annotated bibliography of all sources		6/25	7/1	Christopher Gina, Dan Research assistants		
Prepared by: Christopher Faust		Date 5/1/04		Approved By:			Date	Sheet 1 of 1



G.E.T.A.R
Hierarchal Work
Breakdown Structure

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April 6, 2004



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